



Impact of Social HR Responsibilities on Employee Retention in Context of Job Satisfaction and Organizational Citizenship Behaviour

Javaria Tanvir

javeriatanveer23@yahoo.com

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Abstract

Aim of this research is to analyze the influence of social HR responsibilities on employee intention to quit with mediating role of job satisfaction and moderating role of organization citizenship behavior. The results obtained from 257 employees who work in the telecom sector (Zong, Telenor, Ufone, and Warid). Results show the negative relationship of social HR responsibilities and employee intention to quit. When companies practices social HR responsibilities then employees have less intentions to quit the job, and turnover rate decreases. The study confirmed that social HR responsibilities positively influence employee intention to remain with organization, which in turn increases commitment and work efficiency. When organization shows more focus on people issues and its workers take part to the tasks of the public, the organization reputation enhances, and the commitment of employees increases. Workers of organization will be satisfied with their own tasks, if the organization themselves understands actions social HR responsibilities have positive impact on job satisfaction. Employees feel satisfied when they know that there organization implements corporate social responsibilities practices. The more organization implements social HR responsibilities actions the more employees feel satisfaction. Job satisfaction has also a negative influence on employee's intention to quit. When employees are satisfied with their jobs they don't think to leave their organization. The findings also demonstrate that Organizational citizenship behavior has a moderating effect on the relationship between social HR responsibilities on employee intention to quit. When Organization Citizenship Behavior is minimum the employees tend to leave the organization and when Organization Citizenship Behavior is maximum employees of organization don't tend to leave the organization.

Keywords: Social HR responsibilities, Employee intention to quit, Job satisfaction, Organization citizenship behavior.

Introduction

Employee views of a firm's social human resources (HR) responsibilities figure out their fascination towards the companies. Moving on the same track,

Cropanzano et al. (2001) studied and found that worker behavior and actions are intensely affected by equity of business actions towards them. Further good interaction with workers also increases extra benefits

such as enhancing their public picture, support from the community and increasing worker spirits. The function of HR management has become more critical in educating and leading the companies on the value of social responsibilities and how best to tactically apply social HR responsibilities program and policies locally and overseas.

HR division, which has the potential to play a significant part in creating social responsibilities actions within the company, discovered to be partially involved or interested in social responsibilities. Corporate social responsibilities are an essential way for HR to favorably affect company performance. HR division has the potential to perform an essential part in creating social responsibilities activities in the company. While social HR responsibilities are growing the part of HRM, it will also support the benefits of organization procedures which play a role significantly to business performance and effectiveness

Social HR Responsibilities

Smith (2003) specifies that social HR responsibilities, in a general definition, are the liabilities of the corporation towards the humanity. The implementation of social HR responsibilities is raising the sense of taking care, of society and environmental relationships in both stakeholders and shareholders. So, every company has multiple way of put into operation social HR responsibilities in their business practices.

When a company has social HR responsibilities initiatives; employees are more satisfied and committed towards organization. Organization should include their workers in decision making regarding which activities should be undertaken relating to community, environment and workers themselves so that organization can get maximum benefits of social HR responsibilities. Social HR responsibilities are likely to affect workers attitudes and behaviors only if

they are aware of the activities. Knowing about past social responsibilities activities and collaborating them inside the organization effects workers 'views. If a worker notices that his or her organization acts in a highly socially responsible way even toward those outdoor and independently from the organization, they will have positive behavior about the organization and work more efficiently on its part.

Social HR Responsibilities impact on business attraction is more powerful for job searchers who have many job types It effects employees especially because social HR responsibilities impact public recognition in areas such as an organization respect and outside picture, and staff self-respect .Social Responsibilities is also a significant element of organization popularity and employees feel satisfaction to be identified with organization which are culturally accountable. Employees tend to assume that their organization is trustworthy if they identify with a social responsible corporation. (Kramer, 2004) corporations need to integrate social HR responsibilities into their organizational values and operational strategies for satisfying both external and internal stakeholders' demands. It is natural that when organization pay more attention to the Social HR obligations and its employees take part to the social plans, the commitment of employees increases and organization reputation strengthen and employees will be satisfied with their own jobs.

Organizational Citizenship Behavior (OCB)

OCB behavior is specified in the form of taking additional work, volunteering to help the work of others, developing profession, following the guidelines of the organization even when no one is observing, progressing and defending the organization, keeping a positive attitude and having patience for discomfort in the organization. Foote & Tang (2008) describes OCB as behavior based on

volunteers that cannot be forced on the limitations of the job and is not formally receive the reward but is able to contribute to the growth of efficiency and organizational effectiveness.

Companies could not continue or succeed without their workers acting as good citizens by appealing in all sorts of positive behaviors. Because of the significance of good citizenship for organizations, understanding the nature and sources of OCB has long been a highly significance for organizational researchers (Barbuto et al., 2001).

Employee Intention to Quit

Employee intention to quit is a serious issue, especially in the field of HRM. Intention to quit is described as an employee's plan to leave the current job and look forward to find another job in the near future. Past analysis had described that employee intention to quit is one of the most important predictors and an immediate sign of worker turnover (Rizwan et al., 2013). Tuzun and Kalemci (2012) describe that many research has exposed that purpose to leave an organization is a good forecaster of real turnover, therefore making it required for companies to look at and understand aspects behind turnover purpose and how to handle or reduce them. Robyn and Du Preez (2013) also describe that the main important reason for analyzing employee's purpose to leave/quit in any company is to help the HR to find the factors behind turnover purpose and try by all indicates to reduce the turnover intentions of employee. Some researchers have over a period tried to response the query of what makes employees to think about quitting the organization. They did this by examining possible factors of why employees often intending to leave/quit the organization. It has therefore been recognized that a lot of things that why individuals willingly keep from one company to another or why individuals went away from the company. Out of these many aspects, the one known factor that makes

employees to leave the organization is pressure (job stress). Employee intention to quit can result lack of interest in the job, bad working environment .The organizational environment in organizations can act as a force factor which worsens intention to quit among professionals (Estryn-Behah et al. 2010).

Social HR responsibilities and Job Satisfaction

Companies that handle their community atmosphere positively, workers have greater job fulfillment. The workers that believe that their organization is reasonable to their workers; also think that the ethical moral required the companies are also obtained and job satisfaction of employees is also increased. Less job satisfaction is noticed when the company do not follow the ethical recommendations, where as an increase in the job satisfaction when the managers follows ethical guidelines. The businesses that handle their community atmosphere positively, workers have greater job fulfillment.

Koh & Boo (2004) discovered that workers develop the perfect image of their company when their company concentrates on both internal and external Corporate Social Responsibilities (CSR) effort because when company shows concern for the wellness of their workers, the company inserted the perfect image in the mind of the employees.

Social HR Responsibilities and Employee Intention to Quit

It is natural that as the organization shows more focus on people issues and its workers take part to the tasks of the public, the organization reputation enhances, and the commitment of employees increases. Workers of organization will be satisfied with their own tasks, if the organization themselves understands actions to be satisfied with. This will certainly enhance the company dedication of workers (Peterson, 2004). Many others studies also say the organization ethical

responsibilities impact company dedication (Herndon et al., 2001; Valentine et al., 2002).

Peterson (2004) indicates that organization dedication also relies on the workers own attention to the corporate social responsibilities actions. As a result, the workers who place focus on the corporate social responsibilities actions will show a greater amount of organization commitment that utilizes corporate social responsibilities efficiently. It is found that the employee satisfaction is three times greater in the companies where voluntary participation to the public projects is possible. Furthermore, there is various researches showing that voluntary participation is associated to the company dedication (Peterson, 2004; De Gilder et al., 2005). Workers will show more company dedication as they believe that people outside of the company have a valuable mind-set towards their company. All in all, tracking that companies execute social responsibilities will change the employees' company dedication, because working in a company makes more employee identification with the company, and therefore strong business commitment.

Job Satisfaction and Intention to Leave

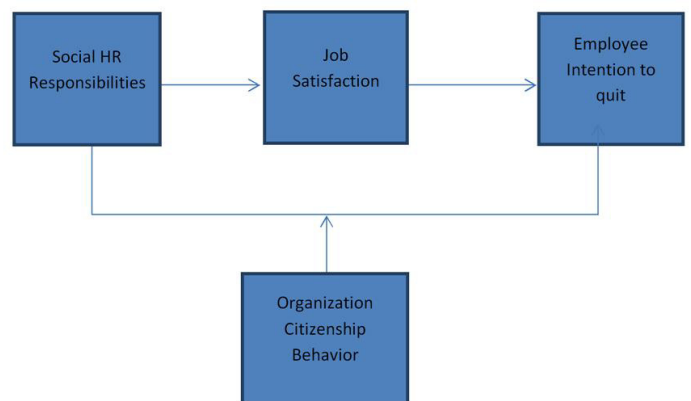
Low absenteeism is associated with good job satisfaction, while great turnover rate and absenteeism are said to be associated with job dissatisfaction. El-Jardali (2007) also found an adverse connection between job satisfaction and employee intention to leave or quit. Whether or not an individual is happy with their job has long been known to have an effect on their behavior and actions, and there is no doubting that job satisfaction seems to play an important role in affecting the employee intentions to leave. Job satisfaction can be used to measure turnover intentions. Job satisfaction can be used to understand employee turnover intention. Job fulfillment relates to a psychological mind-set that shows an effective respond to the job. Job fulfillment is affected by many

other job related factors and it relies on the workers' sense of satisfaction that they get from their daily work. Organization commitment and employee intention to leave has an effect on job satisfaction, which in turn will impact the turnover rate. These experiments claim that the supervisors who are highly dedicated to the companies may experience higher levels of job fulfillment organization.

Gap Analysis

Kundu & Gahlawat (2015) study in which they take social HR responsibilities as an independent variable and employee intention to quit as a dependent variable and job satisfaction as a mediator. In this article they suggest future researcher that they may incorporate some other variable such as commitment, employee engagement, and organizational citizenship behaviour when investigating the links between socially responsible HR practices and employees' intention to quit. To fill the gap in this research organization citizenship behaviour is taken as a moderator.

Theoretical Framework



Hypothesis

1. Social HR Responsibilities have a negative impact on employee intention to quit
2. Social HR Responsibilities have a positive impact on Job Satisfaction

3. Job Satisfaction have a negative impact on employee intention to quit
4. Job Satisfaction mediates the relationship between social HR responsibilities and employee intention to quit
5. Organizational citizenship behavior moderates the relationship between social HR responsibilities and employee intention to quit.

Research Methodology

Research Design

The research will be quantitative, explanatory, hypotheses testing and causal in its approach. The research design of the study will be hypothesis testing, type of investigation will be causal and cross sectional.

Instrument Development

The instrument used for the data collection was a survey questionnaire containing structured close-ended questions. The questionnaire had two sections. Section 'A' comprised of demographic information such as gender, age, experience, education and managerial tier, section 'B' comprised the questions which enclosed of different items to measure responses on the variables. All questions were adapted using the five Likert scale (Likert, 1967), form ranging from 0 (strongly dissatisfied) to 5 (strongly satisfied). 500 questionnaires are distributed among the employees of telecom sector from which 266 is returned and 09 filled questionnaires are not useful so we discard them total correct response rate is 257.

Population & Sample

Population of the study will be the employees from telecom sector of Pakistan. The sample size of the study included workers of Telecom industry from Islamabad. The sampling strategy that will be used for this study is convenience sampling technique.

Pilot Testing

A pilot test of 60 respondents was conducted from the employees of telecom sector. The result of pilot test indicated that all the items of the instrument were reliable with ($\alpha > 0.600$) showing high level of internal consistency for all variables.

Statistical tests used for data analysis

The tests used in this study will be descriptive, correlation and regression analysis. Hayes (2009) discussed a bootstrapping method of mediation & moderation analysis, which is supposed to be most sophisticated test for analysing mediation & moderation effect. In this present study, this method was used to test the mediation and moderation effect. Software used in the evaluation process of the research study for performing the Statistical Test. In this study, IBM SPSS software is used to perform the data analysis test.

Results and Discussion

Table 1. Demographic data of survey.

Demographics	
N	257
Gender	
Male	133
Female	122
Experience	
0-5 years	166
5-10 years	67
10-15 years	24
Age	
18-25 years	57
26-33 years	120
34-41 years	60
42-49 years	20
Education	
Bachelor	195
M.phil.	57
PhD.	7

Table 2. Reliability analysis of survey data.

Reliability Analysis		
Variables	No of items	Cronbach's (1951) Alpha
Social HR Responsibilities	12	0.934
Job Satisfaction	5	0.902
Employee Intention to quit	5	0.751
Organization citizenship behavior	6	0.794

Table 2 shows the result of Cronbach's alpha. To test the reliability of variable Cronbach's alpha is applied. This is applied on 60 respondents (Pilot Testing).

Social HR Responsibilities is measured by 12 items and the value of Cronbach's alpha for social HR responsibilities was ($\alpha=0.934$), Job satisfaction is measured by 6 items and the value of Cronbach's alpha for Job satisfaction were ($\alpha=0.902$), Employee intention to quit is measured by 5 items and the value of Cronbach's alpha for employee intention to quit were ($\alpha=0.751$), OCB is measured by 5 items and the value of Cronbach's alpha for OCB were ($\alpha=0.794$) Nunnally (1978) says if the Cronbach's alpha value is greater than 0.6 then it is a reliable scale.

Table 3. Descriptive statistical analysis.

Descriptive Statistics					
	N	Mean	Std. Deviation	Skewness	Kurtosis
	Statistic	Statistic	Statistic	Statistic	Statistic
SHRR	257	2.9043	0.87162	0.543	-0.162
EIQ	253	2.9968	0.67117	0.341	0.293
JS	257	3.2445	0.79713	0.044	-0.375
OCB	257	3.5533	0.78062	-0.02	-0.737
Valid N (listwise)	253				

Table 3 shows the result of descriptive statistics, which were calculated to check the normality of the

data. It was seen that the value of skewness ranged from -1 to +1 and values of the Kurtosis ranges from -3 to +3 which confirms that the data was normal.

Table 4. Correlation analysis of survey data.

Correlation					
		Social HR Responsibilities	Job Satisfaction	Organization citizenship behavior	Employee Intention to quit
Social HR Responsibilities	Pearson Correlation	1	.662**	.378**	-.420**
Job Satisfaction	Pearson Correlation	.662**	1	.584**	-.314**
Organization citizenship behavior	Pearson Correlation	.378**	.584**	1	-.140*
Employee Intention to quit	Pearson Correlation	-.420**	-.314**	-.140*	1
** . Correlation is significant at the 0.01 level (2-tailed).					
* . Correlation is significant at the 0.05 level (2-tailed).					

Table 4 shows the correlation matrix which was calculated to analyze the extent and direction of relationship among different variables of the study. The result indicates that there is a moderate negative ($r = -0.420$, $p=0$) relationship between social HR responsibilities and employee intention to quit. There is a strong positive relationship ($r=0.662$, $p=0$) between social HR responsibilities and job satisfaction. There is a weak positive relationship ($r=0.378$, $p=0$)

between social HR responsibilities and organization citizenship behavior. There is a weak negative relationship ($r = -0.314$, $p=0$) between employee intention to quit and job satisfaction.

There is a weak negative relationship ($r = -0.140$, $p=0$) between employee intention to quit and organization citizenship behavior. There is a moderate positive relationship ($r=0.584$, $p=0$) between job satisfaction and organization citizenship behavior.

Table 5. Showing hypothesis testing.

Simple Hypothesis Testing							
Hypothesis	Independent Variable	Dependent Variable	R square	F	B	T	Sig.
Social HR Responsibilities have a negative impact on employee intention to quit	Social HR Responsibilities	employee intention to quit	0.1777	53.851	-0.321	-7.338	0
Social HR Responsibilities have a positive impact on Job Satisfaction	Social HR Responsibilities	Job Satisfaction	0.438	199.092	0.606	14.11	0
Job Satisfaction have a negative impact on employee intention to quit	Job Satisfaction	employee intention to quit	0.98	27.404	-0.262	-5.235	0

Table 5 shows the regression analysis of simple hypothesis testing.

R-squared is used to tell that how much dependent variable is influenced by independent variable. If R-squared is 100% which means that independent variable have complete power to explain the dependent variable and all the changes in dependent variable is caused by due to independent variable. In this research the result of Hypothesis Social HR Responsibilities have a negative impact on employee intention to quit shows R-square is 0.1777 indicates that 17 percent variation in employee intention to quit is due to social HR responsibilities.

T-statistics is used to measure the significance of the independent variable in explaining the dependent

variable. For the significance, the value of t-statistics either should be greater than 1.96 or less than -1.96. The results of hypothesis t-testing is -7.338 are signs that there is a negative relationship b/w social HR responsibilities therefore we accept hypothesis 1. The result of Hypothesis 2 that is social HR responsibilities have a positive impact on job satisfaction ($R^2 = 0.438$) indicates that 43 percent variation in Job satisfaction is due to Social HR responsibilities. The results of hypothesis testing ($t=14.11$, $p=0$) are significant that there is a positive relationship between social HR responsibilities and job satisfaction therefore we accept hypothesis 2.

The result of Hypothesis 3 that Job satisfaction has positive impact on employee intention to remain in a company. ($R^2 = 0.98$, $p=0$) indicates that 98 percent

variation in employee intention to quit is due to job satisfaction. The results of hypothesis testing ($t = -5.235$, $p=0$) are significant that there is negative relationship between employee intention to quit and job satisfaction, therefore we accept hypothesis 3

T-statistic is used to explain the significance of an independent variable at individual level, whereas F-statistics is used to explain the significance level of the overall regression model. If the value of F-statistics is greater than 4 then we can predict the model is significant. In this research f-test show significant results because value of f-test is more than 4. Beta is coefficient. The value of coefficient represents the total change in the dependent variable due to one unit change in the independent variable.

Table 6. Bootstrapping method to check mediation.

	Effect	SE	T	P
Total effect of X on Y	-0.3212	0.0438	-7.3383	0
Direct effect of X on Y	-0.2897	0.0586	-4.9464	0
	Effect	BootSE	BOOTLLCI	BOOTULCI
Indirect effect of X on Y	-0.0315	0.0379	-0.1058	0.0409
	Effect	SE	Z	P
Normal theory test for indirect test (Sobal test)	-0.0315	0.039	-0.8067	0.4198

Hypothesis: Job satisfaction mediates between social HR responsibilities and employee intention to quit.

To check Mediation Bootstrapping method is used. Table 6 shows that the total effect of social HR responsibilities on employee intention to quit is $\beta = -0.3212$, $p=0$. Direct effect of social HR responsibilities on employee intention to quit is $\beta = -0.2897$, $p=0$. Indirect effect of social HR responsibilities on employee intention to quit is ($\beta = -0.315$, $p=0$ BOOTLLCI = -0.1058, BOOTULCI= 0.0409. The results shows that job satisfaction do not Mediates between social HR responsibilities and

employee intention to quit. The normal theory test also shows no mediation ($z = -0.8067$)

Table 7. Bootstrapping method to check moderation.

OCB	Effect	Se	T	P	LLCI	ULCI
-0.7774	-0.6953	0.0479	-14.502	0	-0.789	-0.6009
0	-0.3573	0.0421	-8.4963	0	-0.4401	-0.2745
0.7774	-0.192	0.101	-0.1904	0.8491	-0.2182	0.1797

Hypothesis: Organization citizenship behavior moderates between social HR responsibilities and employee intention to quit.

To Test Moderation bootstrapping method is used. The Table 7 results show that OCB moderates the relationship between Social HR responsibilities and employee intention to quit. When OCB is at minimum employees tend to leave the organization. (Effect= -0.6953) When OCB is moderate they also tend to leave (Effect=-0.3573) but when OCB is maximum they don't want to leave the organization (effect= -0.192). It shows that OCB moderates the negative relationship between social HR Responsibilities and employee intentions to quit.

Results show that social HR responsibilities have a negative impact on employee intentions to quit when organizations implements social HR responsibilities, the employee intentions to quit decreases and turnover rate also decreases. Previous studies also show the negative relationship of social HR responsibilities and employee intentions to quit. Employees will be satisfied with their own tasks, if the company itself understands actions to be satisfied with. This will certainly strengthen the business dedication of workers. De Gilder (2005) also indicates a beneficial regards between social HR responsibilities and commitment of the employees.

Results show that social HR responsibilities have a positive impact on job satisfaction. Many other studies

also showed the positive relationship between social HR responsibilities and job satisfaction like Koh & Boo (2004) shows that job satisfactions of employee's increases when organization implements social HR responsibilities and employees shows commitment towards organization. Less job satisfaction is noticed when the organization do not follow the moral guidelines, whereas a rise in the job fulfillment/job satisfaction when the organization do social responsibilities. The companies that manage their public environment favorably, employees have higher job fulfillment level. Workers develop the perfect image of their company when their company concentrates on both internal and external Corporate Social Responsibilities (CSR) effort because when company shows concern for the wellness of their workers, the company inserted the perfect image in the mind of the employees. Results show the negative relationship between job satisfaction and employees intentions to quit. When employees are satisfied with their work employee's intentions to quit or leave the organization decreases and due to job satisfaction commitment of employees towards organization increases and turnover rate decreases. Schwepker (2001) also mentioned that there is inverse relationship between job satisfaction and employee turnover intentions. Low absenteeism is associated with job satisfaction while great turnover rate and absenteeism are said to be associated with job dissatisfaction. Absenteeism and turnover is the sign of low job satisfaction or job dissatisfaction. The outcomes of the research provide a strong sign that social responsibilities of HR play a role to both job fulfillment and employees intention to leave. With application of various social HR responsibilities, companies improve job fulfillment and reduce employee's intention to quit at the same time. The reasoning behind this finding is that social HR responsibilities are mainly associated with humanization of work such as provide equal

opportunities in HRM implementing employment programs associated with work-life balance, enhancing worker contribution, labor laws application, etc. When workers understand that their companies now utilize such practices, their satisfaction towards the job and the company increase and they tend to stay. Overall, the results support the idea given by Morgeson et al. (2013) that successfully internalized corporate social responsibilities in HRM function develops a good business lifestyle, which in turn favorably impacts employees' behavior and actions.

Many studies show that job satisfaction is a good mediator. Job satisfaction played a significant role in mediating the relationship between self-efficacy and organizational citizenship behavior. Chiu and Chen's (2005) study have also proved that job satisfaction was a mediator although it mediated the relationship between job characteristics and organizational citizenship behavior. According to the results job satisfaction do not mediate between social HR responsibilities and employee intention to quit, results shows that social HR responsibilities have a positive relationship with job satisfaction, the more Social HR responsibilities Organization implements the more job satisfaction of employees, and results also shows that job satisfaction and employee intention to quit have an inverse relationship the more job satisfaction the less employees intentions to quit and less turnover rate, but job satisfaction do not mediate between social HR responsibilities and employee intention to quit. There are many other factors than job satisfaction which also effect employee intentions to quit like salary, organization culture etc. Results show that organization citizenship behavior moderates the relationship between social HR responsibilities and employee intention to quit. Results show that when OCB is at minimum employees tend to leave the organization and at maximum OCB they don't have intentions to leave the organization. When OCB is at

minimum employees tend to leave the organization. When OCB is moderate they also tend to leave but when OCB is maximum they don't want to leave the organization. Many other studies also show that OCB is a good moderator. Farooq (2015) study shows that organization citizenship behavior moderate relation of employee engagement and mentoring of employees. Organization citizenship behavior as a moderating variable will create atmosphere for retention of employee. If organizational citizenship behavior in organization exists than employee intentions to quit and turnover rate is also decreases. Workers intentions to leave can be influenced by organization effectiveness because more talented people come with superior goals and satisfaction.

Conclusions

If a worker notices that his or her organization acts in a highly socially responsible way, they will have positive understanding about the organization and work more efficiently on its part. Social HR responsibilities impact on organizational behavior e.g. organizational dedication or job satisfaction. Employees tend to assume that their organization is trustworthy if they identify with a social responsible corporation. If organization implements social Responsibilities the employees are satisfied with their jobs and show commitment towards organization and their intentions to leave the organization decreases. Social Human Resource responsibilities determine their attraction towards the organizations. Social responsibilities are an essential way for HR to favorably affect company performance. The HR division has the potential to perform an essential part in creating social responsibilities activities in the company. Organizations which take charity actions and corporate social responsibilities are very effective in the business and they are very effective in the establishment of the organizational perceived identity. These actions improve the company popularity, and

hence the business dedication is favorably affected when organization performs their social HR Responsibilities then it effects job satisfaction and Job satisfaction of workers performs a vital role in identifying the job performance and commitment of employees. Highly satisfied individuals will be able to support company to obtain its ideal objectives thus retaining the company competitive advantage Therefore; human resource practices should effort to hold satisfied workers. Due to social HR Responsibilities employees intentions to quit the job decreases and they feel commitment towards organization.

OCB moderates the relationship between social HR Responsibilities and employee intentions to quit .OCB is beneficial for organizations and benefits both management and workers. Supervisors should value OCB that makes a workplace favorable to collaboration. Persons who are inspired to understand organizational goals without anticipating immediate personal and concrete benefits are more prepared to play a role toward achieving that organizational goals and objective in ways that their positions do not identify.

Limitations and future research

This research will be only an employee of telecom sector of Islamabad; hence this study will be limited to the telecom sector. In future researcher can expand the industry. To increase the generalization, other sectors can also be added to it in order. Findings will be different if respondents will be from different countries and cities because intentions differ from economy to economy and society to society. In this study there are Limited independent variables to employee's intention to quit. In this study there are only 1 independent variables (Social HR responsibilities) taken, while there are many variables which affect employees intention to quit. In future researcher can take other variables which also effect

employee's intention to quit. In this research there are only mediating variable which is Job satisfaction. In future researcher can take other mediators as well. In this study there is only 1 moderator so in future researcher can also take more moderator like organization commitment and measure its impact.

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